

HUMAN RESOURCES TASKFORCE WORK PLAN

STRATEGIC ISSUES

Current human resource classifications vary among agencies that provide employment and training services. There is a need for the new Workforce Development System to adopt unified procedures that support all employees.

DESIRED OUTCOMES

A successful human resources plan will result in:

- equal pay for equal work;
- effective training;
- job performance appraisal standards tied to customer based results, job descriptions, and the effective utilization of staff;
- a positive attitude among employees;
- improved customer service;
- clear and comprehensive job descriptions;
- appropriate staff utilization;
- increased accountability and productivity;
- job security and satisfaction;
- fewer management layers;
- higher skilled employees;
- a commitment to increased teamwork;
- a well defined career path; and
- the integration of merit and non-merit employees into the One-Stop Career Centers.

QUESTIONS AND ANSWERS

1. How do we incorporate individual performance measures into performance standards?

The standards will be set, expectations developed, and performance measured against the standards under a proposed new performance management system for all employees in the new Division of Workforce Development.

2. How will staff performance be tracked?

The new Performance Management System includes a part of the supervisor's responsibility to track performance based on the standards that are set for each classification.

3. How will the performance management system being developed provide an appropriate mechanism to ensure technical assistance for employees who need course correction?

There will be on-going performance reviews provided to ensure that employees are complying with the standards and that the job is getting done. The new Performance Management System requires continuous communication between the supervisor and employee including the need for staff development and training.

4. How will reclassification be a part of the process?

Reclassifications may not play a major role, but classifications will be recommended that are designed to meet the needs of the transition efforts of the new Workforce Development System.

5. How will pay disparity issues be resolved between the current divisions?

The new classification system will address pay issues and correct any disparity that may exist.

6. Is there a model at the local office that could be adopted?

Currently, there is no model at the local level, but teams have been reviewing models from other states and the Missouri Division of Personnel's Performance Management System.

7. Will benchmarks be established for status reviews on a predetermined timeframe?

The performance management system will have its own timeframes built into it and does include measures that are similar to benchmarks.

8. Will reclassification include evaluation of both ranges and steps?

The new proposed classification system will be cost neutral. Increases will probably not occur, and if so, it will be on a minimal basis. However, pay ranges are being taken into consideration during the review of the classifications. No individual's salary will be reduced as a result of these classification changes.

9. How will integration of duties work when there are pay differences between staff doing the same tasks?

The new classifications will correct any inconsistencies.

10. At what point does integration of duties end at the One-Stop Care Center System?

That's a decision that must be handled at the local level.

11. How will personnel policies in the current divisions become congruent in the new Workforce Development System?

Guidance will be provided by the merit system. The new Division will have its own policies or standard operating procedures.

12. How will the staff positions in the current divisions become congruent in the new division?

Currently, there are no new positions in the new Division, but it is under development. The new Division will stand on its own.

HUMAN RESOURCES TASKFORCE FINAL RECOMMENDATIONS

WORKFORCE DEVELOPMENT EMPLOYEE TRANSITION PLAN

The merger of the Division of Job Development and Training and the employment service functions of the Division of Employment Security into a new Division of Workforce Development will necessitate the creation of a new classification series. This new series will need to incorporate all of the functions currently performed by the employees of both divisions. There are now six classifications used by Job Development and Training and nineteen classifications used by Employment Security that are impacted. These twenty-five classifications include fifteen different pay ranges. The proposed new series includes nine classifications: four technical specialist levels, four supervisory levels, and one manager level. The current Employment Security Deputy classification will be revised and retitled to allow management of the new Division time to assess whether this level is still needed. It is anticipated that the highest supervisory level and the manager classification will be converted to a broadbanded classification once broadbanding goes into effect.

The consolidation of these two agencies is intended to be as cost neutral as possible and cause minimal impact on the salaries of current employees. Since it is not possible to collapse twenty-five classifications on fifteen pay ranges into nine classifications on eight pay ranges and not affect some employees pay range, a transition plan that minimizes any impact is desirable.

It is proposed that current employees be transitioned into the new Division based on the attached chart. Many employees will transition to the new Division in a class that is at the same pay range as their present classification. The salary of those individuals will not change. For a very few, the new classification will be at one pay range less. Those individuals would keep their current salary. If there are any whose salary would be above the range in the new classification, it is proposed that their salary be frozen until future pay range adjustments catch up. There may also be a number individuals whose new classification will be one or two pay ranges higher than their current classification. It is proposed that these individuals be moved to the new classification at their present rate of pay unless an increase is required to get them into the new range.

There are a few positions that do not meet the allocation standards for their current classification level, primarily at the Employment Security Manager III level. Since there has been a commitment by the Workforce Development Transition Team not to negatively impact the affected employees, it is proposed that those positions would be transitioned as indicated on the attached chart, but be identified and restricted. A restriction flags the position and is commonly used whenever a position no longer justifies its present classification because of a reduction in duties. That way, current incumbents would not be affected and the position would be reallocated to the appropriate level once it becomes vacant.

It is proposed that the Employment Security Deputy positions be transitioned in their present classification and left in that classification until the new Division of Workforce Development management can determine whether or not this level of position is still needed. Individuals in the Employment Security Deputy classification, in some cases, may be working at close to the level of Employment Security Technicians. In a few cases, it is our understanding that individuals are functioning at more of an advanced clerical level. It is proposed that the Employment Security Deputy classification be revised and retitled to Workforce Development Deputy at the same time the new series is implemented. If it is determined that this level is not needed it could eventually be eliminated through attrition. There are approximately twenty-five incumbents currently in this classification.

There will be a number of positions that are currently allocated to a common classification such as Clerk Typist, Account Clerk, and Research Analyst, etc.) that will be transferred to the new division. It is proposed that anyone in a position that is transferred to the new Division that is allocated to a common classification, be transitioned to the new Division in the same classification.

The new classification series will facilitate career progression for employees. It is proposed that there be a promotional route for above entry-level clerical employees to move into the Workforce Development Specialist I level.

Because the duties and responsibilities of many of the individuals in these classifications that will transition to the new Workforce Development Specialist I classification (Employment Security Technicians, Disabled Veterans Representatives, and Veterans Employment Representatives, all at range 16 have evolved over the past several years, it is proposed that this classification be approved at pay range 17 to more accurately reflect the current level of responsibility. Additionally, the Workforce Development Specialist I staff are on the Workforce Development System's front lines working directly with our primary customer the average Missouri citizen, on a daily basis. If we expect to have a world class workforce in Missouri, then we must have a world class Workforce Development System staff. As indicated above, it is proposed that if this pay range is approved, present incumbents will transition at their current salary in order to maintain the cost neutrality of the transition plan.

Pay Range	CURRENT CLASSIFICATIONS	NEW CLASSIFICATIONS	Pay Range
34	Assistant Director, E. S. Operations Assistant Director, Field Operations	Management of new Division should determine if positions at this level should be classified or unclassified	34
33			33
32			32
31			31
31 30 30 29 29 29	E. S. Manager V Chief of Programs, E. S. Assistant Director, Manpower Planning Administrative Services Manager, JDT Planning & Research Manager Job Training Program Manager	Workforce Development Manager	30
29			29
28 26	E. S. Manager IV E. S. Manager III	Workforce Development Supervisor IV	28
27 27 25	E. S. Supervisor IV (Program Administrator) Employment Counseling Supervisor Job Training Program Specialist II	Workforce Development Specialist IV	27
26			26
25			25
24 24	E. S. Manager II E. S. Supervisor III (Line Supervisor)	Workforce Development Supervisor III	24
24 22 21	E. S. Supervisor III (Program Administrator) Job Train. Program Specialist I E. S. Representative III	Workforce Development Specialist III	23
22			22
22 21	E. S. Manager I E. S. Supervisor II (Line Supervisor)	Workforce Development Supervisor II	21
21 20 19 19	E. S. Supervisor II (Program Administration) Employment Counselor II E. S. Representative II E. S. Supervisor I (Program Administrator)	Workforce Development Specialist II	20
19	E. S. Supervisor I (Line Supervisor)	Workforce Development Supervisor I	19
18			18
16 17 17 16 16	E. S. Technician E. S. Representative I Employment Counselor I Disabled Veterans Representative Veterans Employment Representative	Workforce Development Specialist I	17
16			16
15			15
14	E. S. Deputy	Workforce Development Deputy	14

CLASSIFICATION CONCEPTS FOR WORKFORCE DEVELOPMENT

Workforce Deputy – Range 14

This classification is a revision of the current Employment Security Deputy classification and includes duties performed by those individuals. The new Division of Workforce Development management will determine whether or not this level of position is still needed at some point after transition.

Workforce Development Specialist I – Range 17

This is the professional / technical-level classification. Performs duties which are currently being done by Employment Service Technicians, Disabled Veterans Representatives, Veterans Employment Representatives, Employment Counselor I's, and Employer Service Representative I's.

Workforce Development Supervisor I – Range 19

This is first-line supervisory work that would normally be found at the local office level. Would normally supervise fewer than eight subordinates. This work is currently being performed by Employment Service Supervisor I's.

Workforce Development Specialist II – Range 20

This is the journey-level classification that includes duties currently being done by Employment Counselor II's and Employer Service Representative II's. Positions in this classification could also perform basic duties related to workforce development program administration, assistance, and / or monitoring.

Workforce Development Supervisor II – Range 21

This is second-level supervisory work, normally at the local office level. Positions at this level could be in charge of a small local office (or branch office) or could perform line supervision of staff in a larger office. The number of subordinates supervised at this level would normally be between eight and fourteen. This work is currently being performed by Employment Service Supervisor II's and Employment Security Manager I's.

Workforce Development Specialist III – Range 23

This is advanced work in performing duties related to workforce development programs administration, assistance, and / or monitoring. Work at this level is currently being performed by Job Training Program Specialist I's and Employment Service Supervisor III's in program operations. Positions at this level could be responsible for administration / monitoring of programs that are smaller in scope and complexity.

Workforce Development Supervisor III – Range 24

This is supervisory and / or administrative work in managing a medium-size local office or providing supervision to line staff in a large local office. This work is currently being performed by Employment Security Manager II's and Employment Service Supervisor III's. Positions at this level would normally supervise, directly or indirectly, between fifteen and twenty-five subordinates. (Note – there are some current ES Manager III positions whose offices have lost staff that would now be more properly allocated to this level.)

Workforce Development Specialist IV – Range 27

This is administrative-level work, which involves program administration, assistance, and / or monitoring of large, complex statewide programs. This would include duties currently performed by Job Training Program Specialist II's and Employment Service Supervisor IV's in the central

office. This level could include some supervisory duties however the emphasis of the work is technical.

Workforce Development Supervisor IV – Range 28

This is administrative and supervisory work in managing a large local office. Positions at this level would normally be responsible for more than twenty-six staff. This level of work is currently being performed by Employment Security Manager IV's and some Employment Security Manager III's.

Workforce Development Manager – Range 30

This is an administrative and managerial work that involves the direction of a workforce development section or unit. This level of work is currently being performed by Employment Security Manager V's, Chief of Programs, Employment Security, Administrative Service Manager, Job Development and Training, Planning and Research Manager, and Job Training Program Managers.

PERFORMANCE MANAGEMENT RECOMMENDATIONS

The Missouri Division of Personnel's Performance Management System should be implemented, but customized to match the needs of the new Division's workforce and strategic plan, for the following reasons:

- As a result of the requirements of the Workforce Investment Act, the new Division must be more responsive to both customers and performance. Workforce Investment Act requires specific outcome performance including measures of customer satisfaction and continuous improvement of the quality of products and services through state and local teams.
- The Missouri Division of Personnel's Performance Management System is designed to create a staff performance management system which facilitates continuous communication and improvement in specific staff responsibilities that are linked to the work unit or team's function and the strategic plan of the new Division.
- As a result, the Performance Management System will be well suited to helping the new Division employees achieve the goals of the strategic plan and meet the requirements of the Workforce Investment Act. Because the system requires continuous communication between staff and their supervisors at all levels the performance management system should create a team working environment which will enhance performance and customer satisfaction.

The Performance Management System should be customized to match the strategic plan, organizational structure, work units or teams, and most importantly the individual employee, for the following reasons:

- The customized Performance Management System should be developed after the new Division is actually formed so that all new division employees can mutually agree on the specific Performance Management System created for both former Employment Security and Job Development and Training employees.

- The best advice from Missouri Division of Personnel staff who are responsible for statewide implementation of the new Performance Management System clearly states that any performance management system should not be implemented until after the following conditions have been met. The new Division must have a mission statement, strategic plan, organizational structure, and well defined and cohesive work units or sections in place **before** any performance management system is initiated.
- The Performance Management System should be started in Jefferson City with one or two pilot work units or sections. However, at the same time a team of central and local office staff should begin the process of developing a blueprint of the Performance Management System to be customized by the employees at each local office. Then the System should be expanded to the next largest work unit or office at the local level and continued until completed.
- Staff performance appraisal or performance management systems for former Employment Security and Job Development and Training employees should be maintained until the new system is operational throughout the new Division.
- Staff should not be required to have their performance evaluated under two systems at the same time when transitioning from the old system to the new system.

The recommended timetable to implement the Performance Management System, based upon the experience and advice of the Division of Personnel, is as follows:

- Since the new Division's strategic plan is the cornerstone of the Performance Management System, the strategic plan for the new Division should be completed by the leadership of the new Division within three months of the date the leadership of the new Division is actually on board.
- Since the Performance Management System cannot be implemented until work units, sections, or teams are organized into some coherent structure, the organizational structure and work units or sections should be developed as soon as possible after the new Division leadership is on board.
- The Performance Management System should not be implemented until the new Divisions work units and structure have been in place for a few months to work out some of the kinks in the new working relationships. The taskforce recommends that the Performance Management System not be implemented for at least three months after the new work units have been actually working together. Work units at the state and local office levels not significantly impacted by the new organizational structure should begin implementation as soon as possible after the new Division is organized.
- Once the implementation of the new Performance Management System is initiated within any work unit at the state or local office level, then those work units should be allowed a minimum of 9-12 months to completely implement the new Performance Management System within their respective work units. The entire Division will need

at least two and more likely three years to implement the new system. This timeframe is based upon the recommendation of employees who have participated in the new system on a pilot basis; and, more importantly, because of the complexity of the merger itself during a period of time when the new Division will be struggling with welfare reform and a transition from Job Training and Partnership Act to Workforce Investment Act which drastically impacts the new Division.

To assist the new Division staff with the assignment of implementing a new performance management system while merging, and adapting to new federal legislation at the same time, we believe it is imperative that the new Division leadership commit to an extraordinary effort and resources to help employees through this difficult period, as follows:

- All possible state training resources, such as Missouri Division of Personnel staff and department and division training staff should be focused on assisting in this effort.
- The new Division's Human Resource employees or work unit should not be burdened with the entire responsibility for completion of this effort because they will need to focus on the changes created by the transition.
- Facilitators from other state agencies or elsewhere could be loaned to the new Division to help staff facilitate the process but not get directly involved in the training of the new Performance Management System itself, for legal and liability reasons.

Other recommendations from the Human Resources Taskforce are as follows:

- The new Division leadership may want to consider evaluating the pros and cons of setting up the new Performance Management System on-line. This should be carefully evaluated because there is a downside to any on-line system.
- New division management may want to consider using a performance management system which weights the various tasks or duties included in each staff person's performance evaluation, since it is apparent some employee responsibilities are more important than others.